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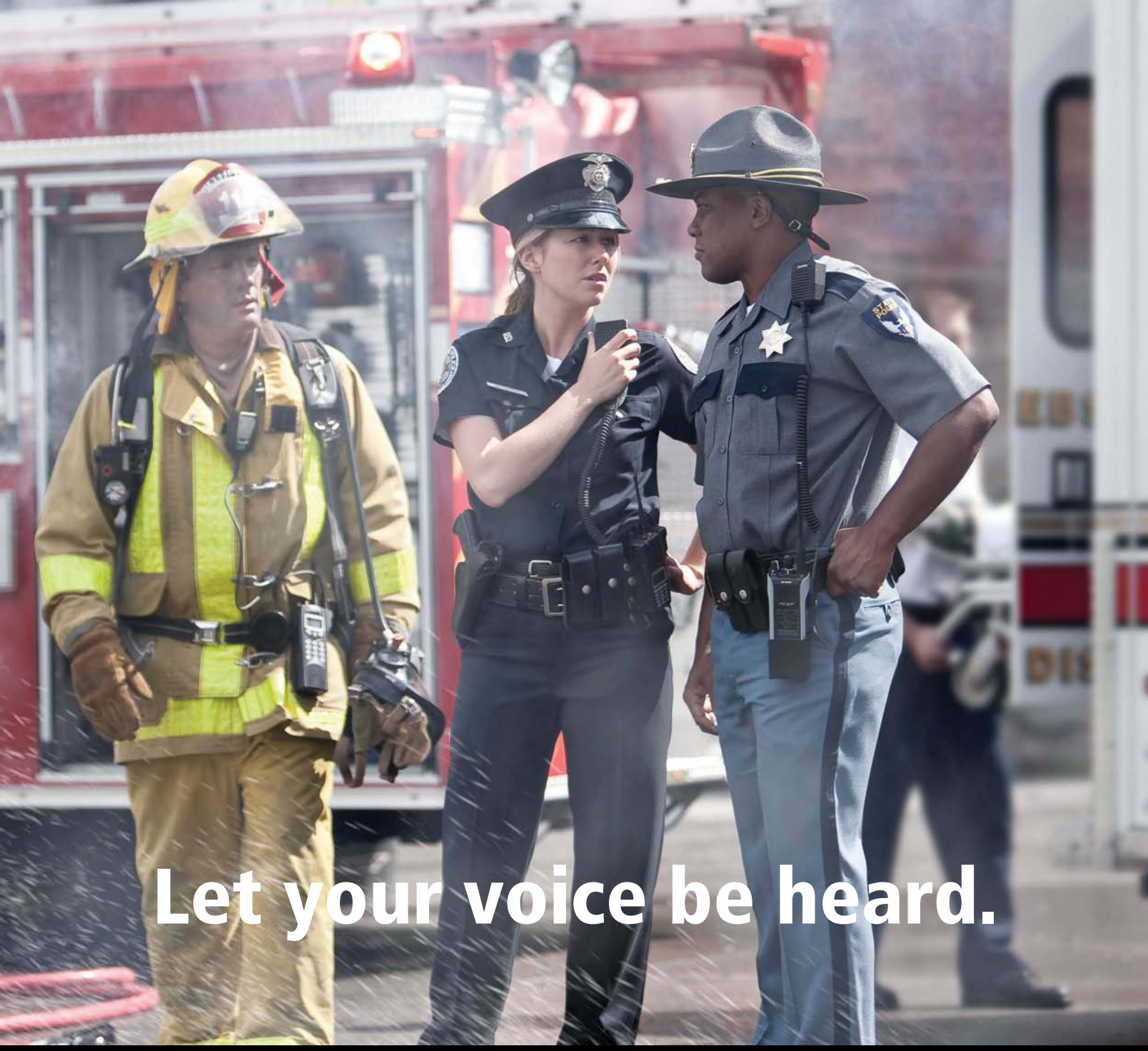

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Members from the RCMP, Vancouver Police Department and West Vancouver Police Department work together in the Vancouver 2010 Winter Games security command centre during recent exercises.

Les membres de la GRC, la police de Vancouver et la police de West Vancouver collaborent au centre de commandement de sécurité des Jeux d'hiver de 2010 lors d'exercices récents.

Photo : V2010 Integrated Security Unit / GSI V2010

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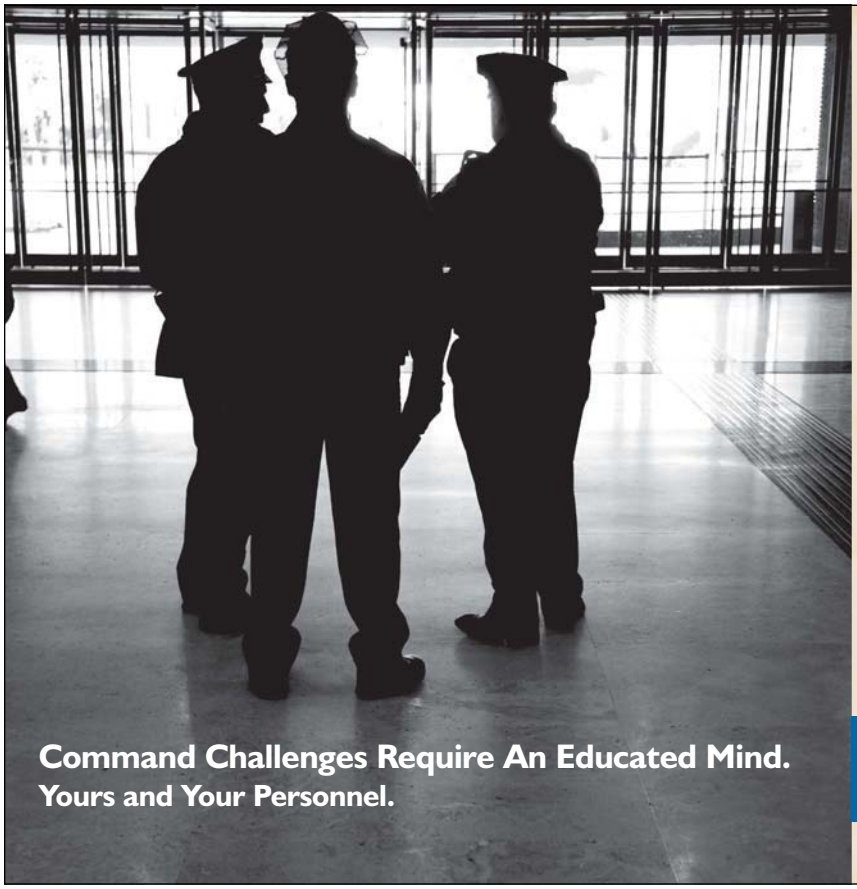

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MESSAGE FROM THE PRESIDENT | MESSAGE DU PRÉSIDENT

By Chief / Par le chef William Blair

2010 is shaping up to be a very busy year for law enforcement agencies across the country. Many of our major metropolitan centres will be hosting international events that will do much more than highlight Canada's diversity, contribute to our economy and improve our infrastructure.

These events will put a spotlight on Canada's police agencies. They will be opportunities for us to show – on a global scale – the professionalism of Canadian policing.

The 2010 Winter Olympics will be the first of these events. In January, officers from all across the country will travel to Vancouver to ensure the Olympic Games are safe and secure for participants and attendees. In preparation, many police agencies have been working together to plan and prepare for a peaceful and secure event.

These large events can put a strain on the hosting police service. It is therefore important that we come together to support our law enforcement partners. By doing so, we will show visitors to Canada our ability to work cooperatively and professionally.

I encourage you to do your jobs with dignity and respect.

continued on page 8

Partout au pays, les services de police vont avoir du pain sur la planche en 2010. Plusieurs grandes villes vont tenir des événements internationaux qui vont souligner la diversité canadienne, amener de l'eau au moulin de l'économie et moderniser les infrastructures.

Les projecteurs vont alors se braquer sur les services de police. Ce sera pour nous une occasion de montrer – au monde entier – notre professionnalisme.

Premier événement : les Olympiques d'hiver 2010. En janvier, des agents de tout le pays seront mobilisés à Vancouver pour assurer la sécurité des athlètes et du public. Les services de police ont planifié ensemble pour que les jeux soient sûrs et paisibles.

Tout cela peut mettre à rude épreuve le service de police de la ville-hôtesse, c'est pourquoi nous devrons les appuyer en bons partenaires. Nous allons ainsi montrer aux visiteurs que nous collaborons comme des professionnels.

Cela ne veut pas dire que vous ne serez pas provoqués par des éléments obstinés à vouloir perturber l'événement.

Je vous encourage tous à vous acquitter de vos tâches dans la dignité et le respect.

suite à la page 8

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That is not to say you won't be tested by those who are intent on creating disruption during such global events.

Through your training, experience and expertise, I am confident that every police service involved will represent the values of policing in Canada. I wish to thank every police agency that is participating in the planning and securing of these global events.

I encourage you to do your jobs with dignity and respect. Above all, remain safe.

suite de la page 7

Connaissant votre formation, votre expérience et votre expertise, je suis sûr que tous les services vont bien témoigner du sens des valeurs des policiers canadiens.

Merci à tous les services de police impliqués dans la planification et la protection de ces événements.

Je vous encourage tous à vous acquitter de vos tâches dans la dignité et le respect. Et à vous montrer prudents.

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The Olympic Challenge: A Herculean Task for the Security Workforce

By Roxanne Beaubien, V2010 ISU Public Affairs

After seven years in the making, the Vancouver Olympic and Paralympic Games are about to get underway. The Vancouver 2010 Integrated Security Unit is ready to meet the daunting task of securing the Winter Games.

It has been a journey of successes and challenges. The Vancouver 2010 Integrated Security Unit (V2010 ISU) grew from a few members in 2003 to nearly 500 today, and by February will include a security workforce of approximately 15,500 when representatives from the RCMP, the Canadian Forces and 118 law enforcement agencies arrive in British Columbia.

"Canada's Games isn't just a slogan to us," says A/Commr. Bud Mercer, V2010 ISU Chief Operating Officer. "There is no one agency in Canada that could have done this alone and by bringing together the talent, energy and experience that exists in law enforcement across this country, I am confident that we have created something greater than the sum of its parts."

continued on page 12

V2010 ISU

V2010 ISU

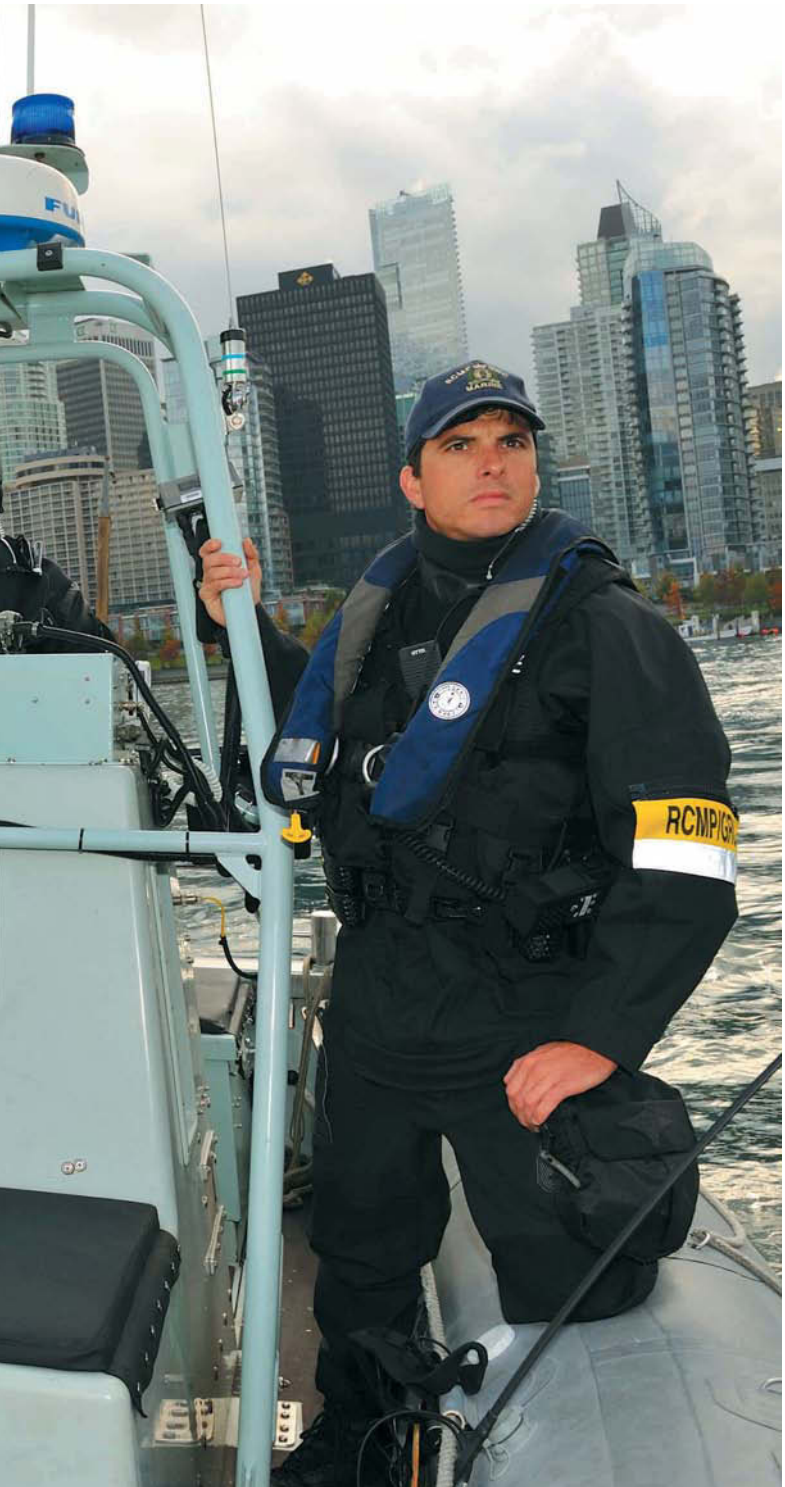
Above: An RCMP officer looks across Burrard Inlet in Vancouver at Canada Place, one of the Vancouver 2010 Winter Games venues, during recent exercises.

Right: Two members of the Canadian Navy and an RCMP officer patrol together during recent exercises.

Far right: An RCMP Emergency Response Team, transported by a Canadian Forces CH-146 Griffon helicopter, responds to a simulated incident during recent exercises.

Défi olympique : une tâche herculéenne pour le personnel de sécurité

Par Roxanne Beaubien, Affaires publiques GSI V2010



V2010 ISU

Après sept ans de préparation, les Jeux olympiques et paralympiques de Vancouver sont sur le point de démarrer. Le Groupe intégré de sécurité Vancouver 2010 (GIS V2010) est prêt à assumer la lourde tâche de protéger ces jeux.

Le Groupe est allé de succès en défis. Il est passé de quelques membres en 2003 à près de 500 aujourd'hui. En février, il comprendra un effectif d'environ 15 500 personnes lorsque des représentants de la GRC, des Forces canadiennes et de 118 services de police arriveront en Colombie Britannique.

« Quand on dit "Les Jeux du Canada", ce n'est pas seulement un slogan, dit le comm. adj. Bud Mercer, chef des opérations du GIS V2010. Il n'y a pas un seul organisme au Canada qui aurait pu faire le travail seul. En réunissant le talent, l'énergie et l'expérience des corps de police du pays, je suis convaincu que nous avons créé quelque chose de plus grand que la somme de ses parties. »

Assurer la sécurité pour les Jeux est une entreprise colossale. Le GIS V2010 est chargé de protéger les athlètes, les officiels, la famille olympique et les personnes sous protection internationale,

suite à la page 13

À gauche : Un agent de la GRC regarde à travers l'inlet Burrard à la Place du Canada, l'un des sites des Jeux d'hiver de Vancouver 2010 au cours d'exercices récents.

Au centre : Les membres de la GRC, la police de Vancouver et la police de West Vancouver collaborent au centre de commandement de sécurité des Jeux d'hiver de 2010 lors d'exercices récents.

En haut : Une équipe d'urgence de la GRC, transportée par un CH-146 Griffon des Forces canadiennes, répond à un incident simulé lors d'un exercice récent.

Photos: GSI V2010

Mobilizing the 15,000-plus security workforce has been a mammoth task.

continued from page 10

Providing security for the Games is a massive undertaking. The V2010 ISU is responsible for protecting athletes, officials, the Olympic Family and Internationally Protected Persons, as well as for security at nine competition and 18 non-competition venues such as the athletes' villages and media centres in Vancouver and Whistler, training facilities and the sites of the opening and closing ceremonies.

The challenges of planning security for the largest domestic security operation in Canadian history have been many. V2010 ISU planners are dealing with one of the most complex airspaces in Canada; a theatre of operations spanning 150 kilometres and covering approximately 15,000 square kilometres; the third-largest urban area in the country; a resort municipality with essentially one road in; limited security accommodation options; and a sagging economy, to name but a few of the issues.

Overcoming these challenges is what has made the work so rewarding.

COMPLEXITY LEADS TO INTEGRATION

With the complexity of the task, the level of integration from Day 1 has been instrumental in the planning process. These partnerships are not just with policing agencies but with government departments or agencies at the federal, provincial and local levels. Using aviation planning as an illustrative example, the planning working group for aviation security includes Transport Canada, Canadian Forces – Department of National Defense, North American Aerospace Defense Command (NORAD), NAV CANADA, Canadian Air Transport Security Authority (CATSA), Canada Border Services Agency (CBSA) and the Federal Aviation Administration (FAA).

In addition to the input of these partners, there was significant outreach work done with private and commercial operators, airports and other affected groups. As the work progressed, planners met with numerous industry representatives to get the feedback needed to fine tune the security plans where possible. This same consultative approach was used for marine security and for the transportation of dangerous goods within the theatre of operations.

"There were a lot of players at the table, which can be a challenge in itself, but at the end of the day we have better, more comprehensive plans in place," explains A/Commr. Mercer.

NEW SOLUTIONS NEEDED

Mobilizing the 15,000-plus security workforce has been a mammoth task. It was only through the diligent work of RCMP divisional coordinators, representatives from the various other policing agencies sending officers, the Canadian Forces and a private security contractor, that the task will be accomplished.

Depending on the assignment, deployments will vary in duration with the earliest starting mid-January 2010 and lasting until between February 27 and March 4, 2010. Approximately 1,000 police personnel from the RCMP and municipal police agencies within British Columbia will secure the Paralympic Games which run from March 12 to March 21, 2010.

continued on page 14

SECURING THE FLAME

Keeping the torchbearers safe and the flame ablaze during the 106-day Olympic Torch Relay are the objectives of the Torch Relay Security Team (TRuST).

The security team is comprised of members of the RCMP and 23 other policing agencies who have been selected to accompany the relay to protect the flame itself, and the 12,000 torchbearers who will participate along the route in 300-metre legs. The total security complement is split into smaller groups, with each group responsible for one geographic area of the relay.

The duties rotate and include security runners in formation around the torchbearer, as well as driving security vehicles in the torch convoy. The team works closely with the police service of jurisdiction – whether it is the local RCMP detachment or a provincial or municipal police service. The local police are responsible for traffic management and security at each of the hundreds of community celebration sites where the torch will stop.

OLYMPICS BY THE NUMBERS...

- 17 days of Games: February 12 to 28, 2010
- 6,800 athletes and officials
- 10,000 media members
- 25,000 volunteers
- 2 million ticket holders
- 1.5 million others attending celebration and cultural events
- 5,000 cultural performers and volunteers
- 35,000 overnight visitors per day of the Games
- 3 billion television viewers

PARALYMPICS BY THE NUMBERS...

- 10 days of Games: March 12–21, 2010
- 1,350 projected athletes and officials
- Over 40 countries participating
- 250,000 tickets

suite de la page 11

ainsi que neuf sites de compétition et dix-huit sites non sportifs, comme les villages des athlètes, les centres de médias, les centres de formation et les sites des cérémonies d'ouverture et de clôture.

Les défis de la plus grande opération de sécurité intérieure dans l'histoire canadienne ont été nombreux. Les planificateurs du GIS V2010 font affaire avec l'un des espaces aériens les plus complexes au Canada, un théâtre d'opérations couvrant 150 km et environ 15 000 kilomètres carrés, la troisième plus grande zone urbaine du pays, une municipalité de villégiature avec une seule route, des options limitées et la récession pour ne nommer que les principaux défis.

C'est le fait de surmonter ces défis qui a rendu le travail tellement gratifiant.

LA COMPLEXITÉ CONDUIT À L'INTÉGRATION

Avec la complexité de la tâche, le niveau d'intégration dès le Jour 1 a joué un rôle dans le processus de planification. Il a fallu collaborer non seulement avec les corps de police, mais aussi avec des ministères ou organismes fédéraux, provinciaux et locaux. Le groupe de travail sur la sûreté aérienne, par exemple, regroupe Transports Canada, les Forces canadiennes, le ministère de la Défense, NORAD, NAV CANADA, le Service canadien de sûreté du transport aérien (ACSTA), l'Agence des services frontaliers du Canada (ASFC) et la Federal Aviation Administration (FAA) des États-Unis.

En plus de l'apport de ces partenaires, on a fait un travail de sensibilisation considérable auprès des opérateurs privés et commerciaux, des aéroports et d'autres groupes concernés. Les planificateurs ont rencontré de nombreux représentants de l'industrie pour obtenir la rétroaction nécessaire pour peaufiner les plans de sûreté. Cette approche consultative a été également utilisée pour la sûreté maritime et pour le transport de marchandises dangereuses sur le théâtre des opérations.

« Il y avait beaucoup de joueurs à la table, ce qui peut être un défi en soi, mais cela nous donne des plans plus complets », explique le comm. adj. Mercer.

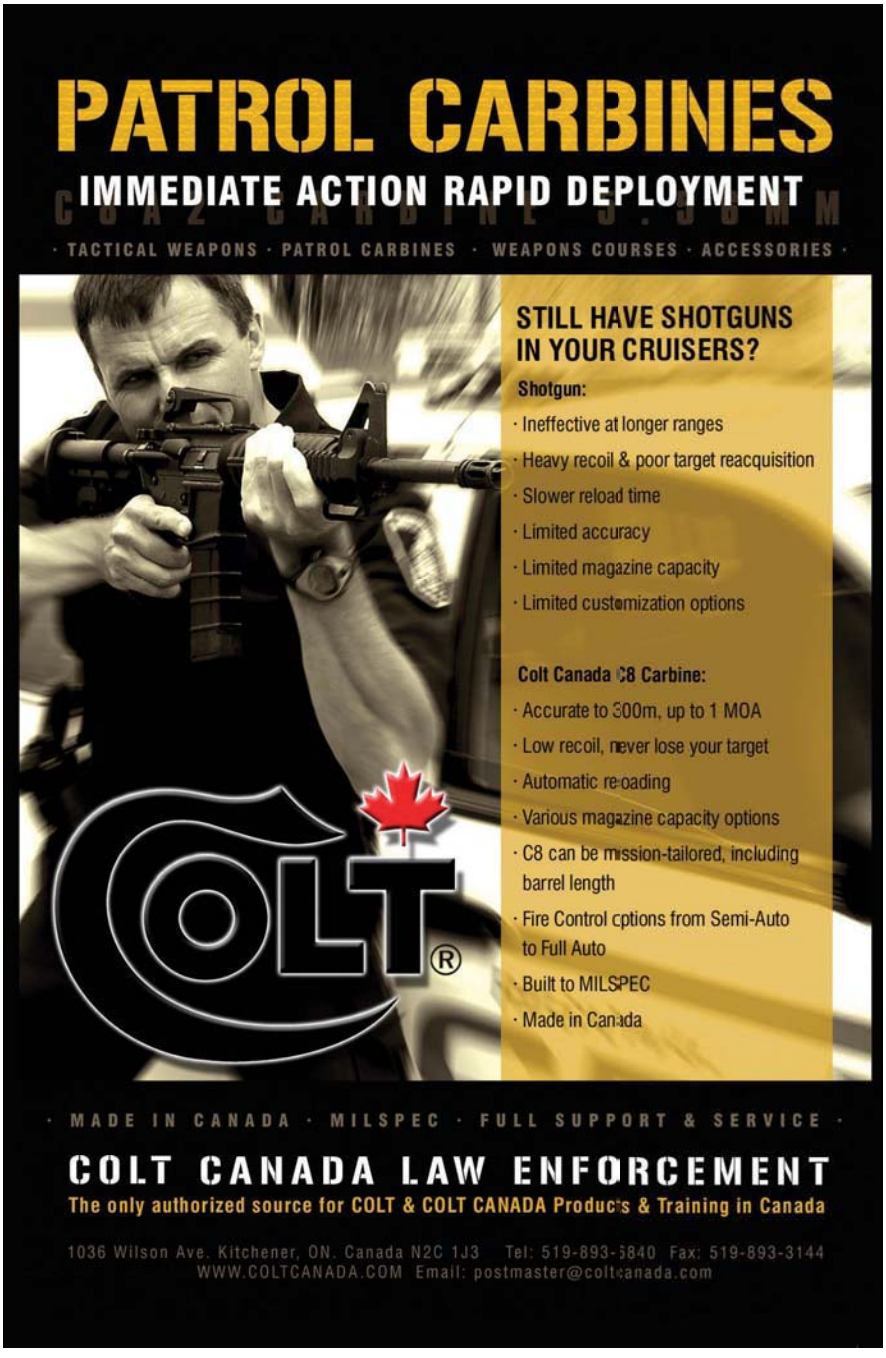
NOUVELLES SOLUTIONS NÉCESSAIRES

Mobiliser le plus de 15 000 agents a été une tâche titanesque. Ce n'est que grâce au travail assidu des coordonnateurs divisionnaires de la GRC, des représentants des différents corps de police, des Forces canadiennes et d' un entrepreneur en sécurité, que la tâche sera accomplie.

Selon l'affectation, les déploiements varient en durée, le plus hâtif commençant à la mi-Janvier 2010 pour durer jusqu'au 4 mars 2010. Environ 1000 policiers de la GRC et des corps policiers municipaux de Colombie-Britannique protégeront aussi les Jeux paralympiques qui se dérouleront du 12 au 21 mars 2010.

Mobiliser plus de 15 000 agents a été une tâche titanesque.

suite à la page 15



continued from page 12

"It became pretty clear that finding accommodations for all of these men and women would be a significant logistical challenge, so we took advantage of the fact that Vancouver is a major port city and contracted three large vessels where those deployed in the Vancouver area will be housed and fed," A/Commr. Mercer says, noting that it is the best and most cost-effective option available.

TRIED, TESTED AND TRUE

There have been literally hundreds of exercises run over the last two years to assess the interoperability of strategic plans, decision-making processes and procedures at the local, regional and national level, including command and control, communications, tactical procedures and logistics.

From table-top exercises to full-blown "live" incidents, everything has been tested, examined, practiced and confirmed. "The exercise scenarios included normal operations, criminal activities, marine and aviation incursions and cyber-attacks, and were designed to test the limits of interoperability between the various security agencies with complex but realistic Olympic-related situations," says A/Commr. Mercer. "We learned from each exercise and are now confident we are ready to face any potential risk."

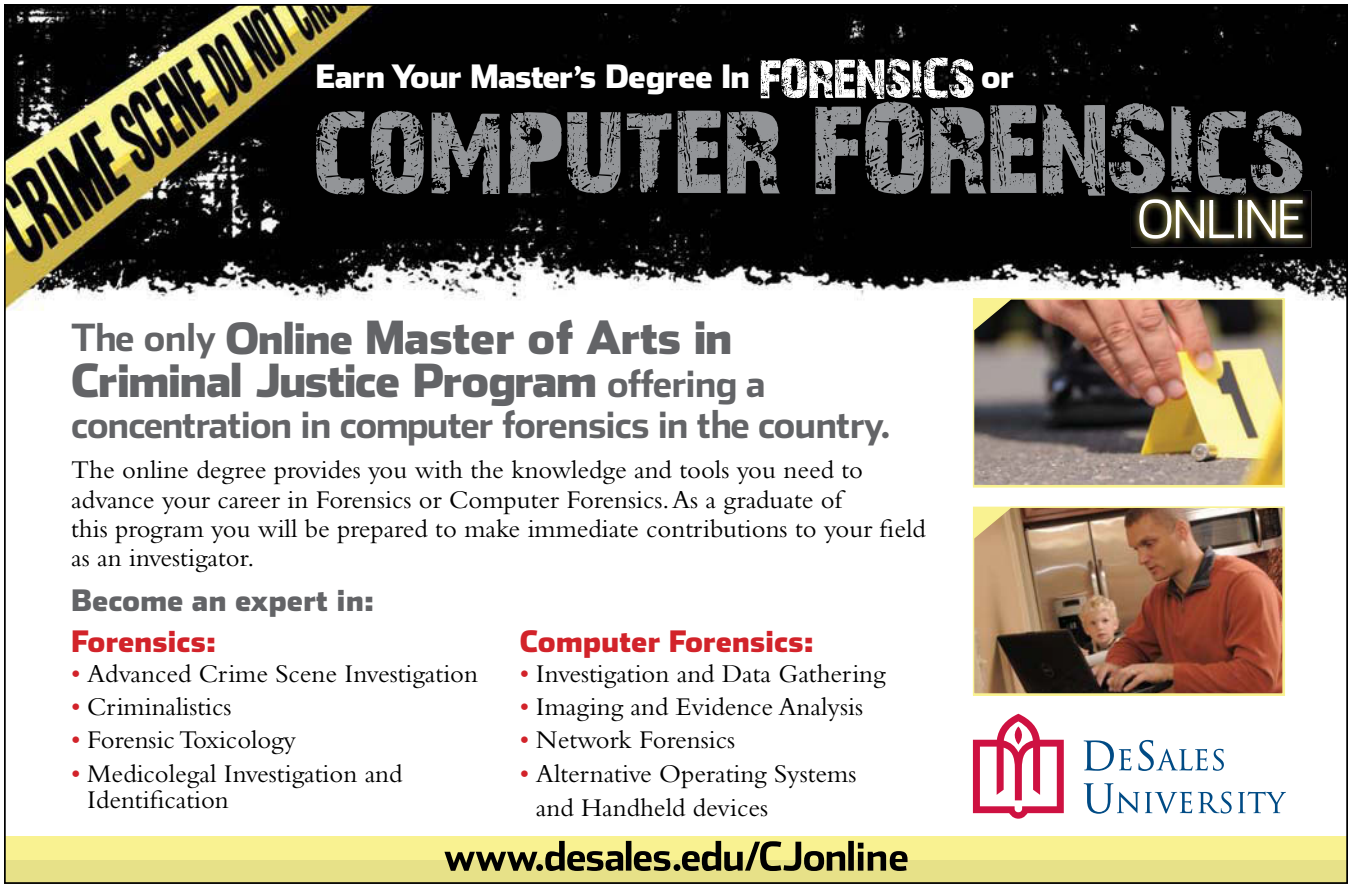
ALL PART OF THE CHALLENGE

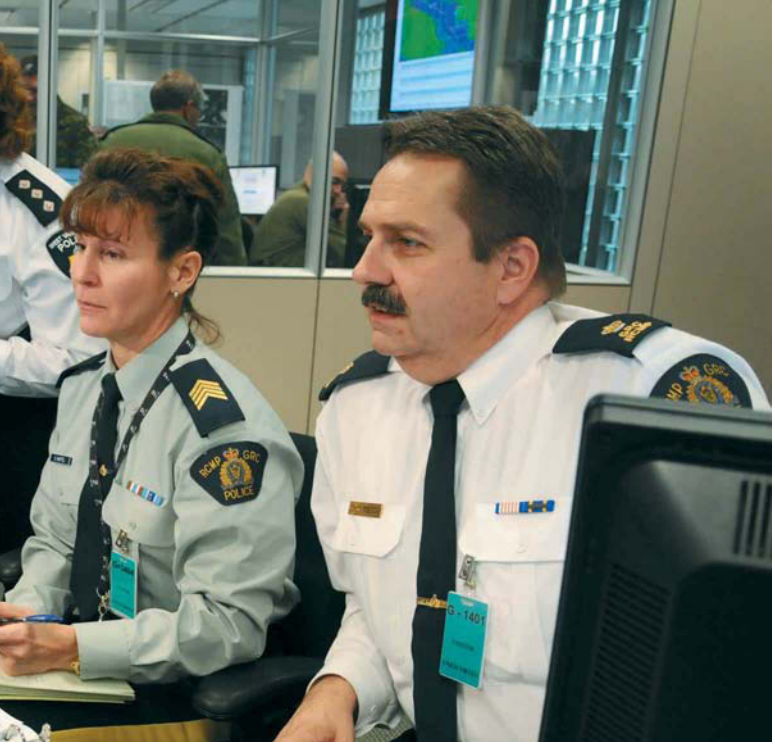
One of the most contentious issues in advance of the Winter Games has been how the security workforce and V2010 ISU will deal with protests and demonstrations against the Games. "We have said from the start that peaceful protest is a right in Canada and that the Olympic security workforce will absolutely respect these rights," says A/Commr. Mercer.

But regardless of how clear the V2010 ISU has tried to be, there is still much incorrect information being reported by the media.

"It is unfortunate but we will continue to repeat this important message," says A/Commr. Mercer. "If it is legal today, it will be legal during the Games. In Canada we have the right to free speech and to demonstrate opposition in a lawful manner. Full stop." ◆

Members from the RCMP, Vancouver Police Department and West Vancouver Police Department work together in the Vancouver 2010 Winter Games security command centre during recent exercises.





Les membres de la GRC, la police de Vancouver et la police de West Vancouver collaborent au centre de commandement de sécurité des Jeux d'hiver de 2010 lors d'exercices récents.

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« Il est devenu assez clair que trouver des logements pour tous ces hommes et ces femmes serait un défi logistique considérable. C'est pourquoi nous avons profité du fait que Vancouver est une ville portuaire pour louer trois grands navires où nos agents seront logés et nourris » déclare le comm. adj. Mercer, notant que c'est l'option la plus économique et la plus efficace.

ESSAYÉ, TESTÉ ET VRAI

Il y a eu littéralement des centaines d'exercices au cours des deux dernières années pour évaluer l'interopérabilité des plans stratégiques, des processus de décision et des procédures au niveau local, régional et national, y compris le commandement et le contrôle, les communications et les procédures tactiques et logistiques.

De exercices sur table à des simulations d'incident « en direct », tout a été testé, étudié, pratiqué et confirmé. « Les scénarios de l'exercice ont inclus les opérations normales, les activités criminelles, les incursions aériennes et maritimes et les cyberattaques. Ils ont été conçus pour tester les limites de l'interopérabilité entre les diverses agences, dit le comm. adj. Mercer. Nous avons appris de chaque exercice et sommes prêts à affronter tous les risques. »

TOUT CELA FAIT PARTIE DU DÉFI

L'une des questions les plus controversées a été de savoir comment l'effectif de sécurité et le GIS V2010 traiteraient les éventuelles protestations. « Nous avons dit dès le départ que la protestation pacifique est un droit au Canada et que les effectifs de la sécurité olympique respecteront ces droits », précise le comm. adj. Mercer.

Mais indépendamment de la clarté dont fait preuve le GIS V2010, les médias continuent de colporter de fausses informations.

« C'est malheureux, mais nous allons continuer à répéter ce message important, conclut le comm. adj. Mercer. Ce qui est légal aujourd'hui le sera aussi durant les jeux. Au Canada, nous avons le droit de nous exprimer et de manifester en respectant la loi. Point final. » ◆

PROTÉGER LA FLAMME

Protéger les porte-flambeaux sécuritaires et entretenir la flamme pendant les 106 jours du relais de la flamme olympique – tels sont les objectifs de l'Équipe de la sécurité du relais de la flamme.

L'équipe regroupe des agents de la GRC et de 23 autres services de police qui accompagneront la flamme et les 12 000 coureurs qui se relaieront à tous les 300 mètres. L'effectif de sécurité est divisé en petits groupes, chacun étant responsable d'un secteur.

Les fonctions comprennent des coureurs de sécurité en formation autour du porteur de la flamme, ainsi que la conduite de véhicules de sécurité. L'équipe travaille en étroite collaboration avec le service de police local ou le détachement local de la GRC. La police locale est responsable de la gestion du trafic et de la sécurité sur chacun des centaines de sites communautaires de célébration.

LES JEUX OLYMPIQUES EN CHIFFRES...

- 17 jours de jeux : du 12 au 28 février 2010
- 6 800 athlètes et officiels
- 10 000 journalistes
- 25 000 volontaires
- 2 millions de porteurs de billets
- 1,5 million de personnes aux célébrations et événements culturels
- 5 000 artistes et bénévoles
- 35 000 visiteurs par jour
- 3 milliards de téléspectateurs

LES PARALYMPIQUES EN CHIFFRES...

- 10 jours de jeux : du 12 au 21 mars 2010
- 1 350 athlètes et officiels prévus
- Plus de 40 pays participants
- 250 000 billets

Strategic Elements for Progressive Police Training in Canada

By Christine Jackson, Canadian Police Knowledge Network

Countries around the world have looked to Canada for leadership and training in police operations. Tasked with shaping competent, self-sufficient police forces in some of the world's most unstable nations, Canada has built peace and justice through effective policing. At the same time it lends its experience and knowledge to strengthen other forces, the Canadian police community is continually advancing its own training capacity. In a technology-driven world, it is no surprise that e-learning is becoming a fundamental aspect of Canada's police training curriculums. Through a collaborative working relationship with the police community, the Canadian Police Knowledge Network (CPKN) plays an important role in the evolution of Canada's police training model.

Today, police services and agencies across the country work with CPKN to develop and share priority online training courses that benefit all frontline police. In the last two years alone, uptake of CPKN courseware has increased by more than eightfold. There are also numerous examples of how the police sector employs CPKN to create tailor-made learning environments. For example, British Columbia's Ministry of Public Safety and Solicitor General (Police Services Division) is delivering a province-wide initiative on *Evidence-based, Risk-focused Domestic Violence Investigations* on CPKN infrastructure. This will reach more than 4,800 frontline police over the next two years. Similarly, CPKN provides the platform for the Alberta Ministry of Solicitor General and Public Security's *Investigative Skills Education Program* which will train more than 2,000 Alberta-based investigators over the next five years. At an organizational level, the Toronto Police Service recently used its exclusive portal on CPKN's learning management system (LMS) to deliver *Infectious Disease and Pandemic Preparedness* training. The Ontario Police Video Training Alliance has also transitioned its video training resources to online delivery using a customized portal on CPKN's LMS.

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Éléments stratégiques pour une formation progressiste de la police au Canada

Par Christine Jackson, Réseau canadien du savoir policier

Photo © CPKN

Les autres pays comptent depuis longtemps sur le leadership et la formation policière du Canada. Celui-ci n'a jamais manqué d'aider à construire la paix et la justice. Tout en apportant son expérience et ses connaissances pour renforcer d'autres corps de police, la collectivité policière canadienne ne cesse d'améliorer ses propres capacités de formation. Dans un monde axé sur la technologie, il n'est pas surprenant que l'enseignement en ligne devienne un aspect fondamental du cursus de formation des policiers. Le Réseau canadien du savoir policier (RCSP) joue un rôle important dans l'évolution du modèle de formation de la police au Canada.

Aujourd'hui, les services de police de tout le pays collaborent avec le RCSP pour élaborer et partager des cours en ligne prioritaires qui profitent à tous les policiers de première ligne. Rien qu'au cours des deux dernières années, le recours à des didacticiels du RCSP a augmenté de plus de huit fois. Il existe de nombreux exemples de la façon dont le secteur de la police emploie le RCSP pour créer des environnements d'apprentissage sur mesure. En Colombie-Britannique, par exemple, le ministère de la Sécurité publique et le solliciteur général (Division des services policiers) utilise l'infrastructure du RCSP pour donner des cours sur les *Enquêtes sur la violence domestique axées sur les risques et les preuves*. Ce cours touchera plus de 4 800 policiers de première ligne au cours des deux prochaines années. De même, le RCSP sert de plateforme au cours de *Techniques d'enquête* du ministère albertain du Solliciteur général et de la sécurité publique. Cela permettra de former plus de 2 000 enquêteurs en Alberta au cours des cinq prochaines années. Au niveau organisationnel, le Service de police de Toronto a récemment utilisé son portail exclusif sur le système de gestion de la formation (SGF) du RCSP pour donner des cours sur

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In essence, CPKN has become the hub of Canada's online police training environment. Understanding whether new learning models are having a positive effect on officer performance is essential.

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Using CPKN for these initiatives has not only increased the efficiency of delivering large-scale training events as well as audience reach, but it has also provided significant cost-savings to organizations. In essence, CPKN has become the hub of Canada's online police training environment.

However, strategy is critical to the success of any organization. CPKN's Board of Directors has outlined essential actions that will enable CPKN to continue to meet the needs of the policing community. This strategy encompasses five key areas: research, evaluation, partnerships, community collaboration and education advancement.

Though tutorial-style e-learning has become a standard learning approach in many police services, the status quo is certain to be short-lived. New generations of recruits are increasingly tech-savvy. Learning styles are changing. To address the needs and expectations for more immersive training environments, CPKN has put renewed focus on advanced research and innovation. With input from learners, partners and sector stakeholders, CPKN will explore other avenues of technology-enhanced learning including simulation, gaming, new delivery platforms, and other media-rich applications to enrich the learning experience. More importantly it will develop ways to incorporate these elements into accessible, cost-effective resources for the police community.

But simply advancing technologies without proving effectiveness is, at the very least, wasted effort. Understanding whether new learning models are having a positive effect on officer performance is essential. Recognizing that, CPKN is enhancing the evaluation component of various offerings to assess the learning experience and measure the impact of training on officers' day-to-day activities. This will include a range of activities including pre- and post- course testing, learner feedback surveys and focus groups. As an example, the recent free learning and evaluation period for the *Canadian Firearms Registry Online: A Tool for Officer Safety* course included a supplemental follow-up survey to determine if learners were actually applying the knowledge they learned in the course. Findings from that survey reported that 66% of respondents indicated they use CFRO more efficiently than they did before; 64% reported that they can complete and interpret CFRO queries in less time than it took them before; and 77% learned new functions that CFRO supports. This type of direct feedback from learners will be increasingly important in developing and delivering effective online courses.

Under the e-Learning Endorsement Process, the *Police Ethics and Accountability* course has undergone reviews by CACP's HR Committee and is currently before CACP's Board of Directors for formal endorsement. This process, which validates e-learning design and development procedures, adds a consistent, structured national perspective to quality assurance. CPKN will periodically submit other courses for CACP review.

CPKN also recently signed a three-year agreement with the Police Sector Council. Based on the success of previous e-learning initiatives, PSC will fund the development of at least 12 nationally relevant, bilingual training courses by 2012. As in the past, each of these courses will be offered to all Canadian police and law enforcement agencies at no cost for an introductory period. Currently, free access to *RADAR Refresher Training* is open until the end of March 2010.

In-house initiatives such as the Stanhope Conference also provide valuable insight into training needs and trends. At the 2009 conference, 60 police training professionals from across the country gathered to discuss a broad range of issues—from the practical challenges of implementing e-learning to emerging technologies. This event has also become the primary means of identifying and selecting priority training topics for online development. Established by the National e-Learning Steering Committee, a voluntary body which oversees PSC-funded e-learning initiatives, a new course selection process was launched at Stanhope 2009. The selection of priority topics has become increasingly focused and transparent, ensuring that CPKN develops only those courses which generate maximum benefit for the police.

Enabling learners to build a life-long learning portfolio is also recognized as a basic component of a progressive learning approach. Working with Holland College (Prince Edward Island), CPKN is currently exploring accreditation through articulation agreements with various colleges and universities. Paired with a competency-based framework, this will provide police and law enforcement officers with one more option as they develop a formal learning profile throughout their careers.

These types of strategic initiatives are key to building a training model that is responsive to the demands of our 21st century society. Though the pace of change may seem bewildering at times, CPKN is committed to working with the policing sector to build a pragmatic, yet innovative, approach that meets the evolving needs of frontline personnel. ◆

En substance, RCSP est devenue la plaque tournante de l'environnement en ligne du Canada de formation policière. Comprendre si les nouveaux modèles d'apprentissage ont un effet positif sur le rendement des agents est indispensable.

suite de la page 17

les *Maladies infectieuses et les préparatifs de pandémie*. L'Ontario Police Video Training Alliance a également transféré ses vidéos de formation sur le SGF du RCSP.

L'utilisation du RCSP dans ces initiatives a non seulement accru l'efficacité et l'auditoire des grands programmes de formation, mais elle a également rapporté des économies de taille. En substance, le RCSP est devenu la plaque tournante de la formation policière en ligne au Canada.

Cependant, la stratégie est essentielle à la réussite de toute organisation. Le conseil d'administration du RCSP a décrit les actions essentielles qui permettront au RCSP de continuer à répondre aux besoins. Cette stratégie comprend cinq domaines clés : recherche, évaluation, partenariats, collaboration communautaire et promotion de l'éducation.

Les nouvelles générations de recrues sont de plus en plus expertes en technologie. Les styles d'apprentissage sont en évolution. Pour répondre au besoin d'environnements de formation plus immersifs, le RCSP a remis l'accent sur la recherche de pointe et l'innovation. Avec l'apport des apprenants, des partenaires et des intervenants du secteur, le RCSP explorera d'autres méthodes, notamment la simulation, les jeux, les nouveaux modes de diffusion et autres applications riches en médias pour enrichir l'expérience d'apprentissage. Plus important encore, il mettra au point des moyens d'incorporer ces éléments dans des ressources accessibles et économiques pour la communauté policière.

Mais promouvoir la technologie sans penser à l'efficacité est, à tout le moins, un gaspillage d'efforts. Il est indispensable de comprendre si les nouveaux modèles d'apprentissage ont un effet positif sur le rendement des agents. Reconnaissant cela, le RCSP améliore la composante d'évaluation de ses divers programmes pour évaluer l'expérience d'apprentissage et mesurer l'impact de la formation dans la vie quotidienne des agents. Cela comprendra un éventail de tests avant et après les cours, des sondages et des groupes de discussion. A titre d'exemple, la période d'évaluation récente du cours *Registre canadien des armes à feu : Un outil pour la sécurité des agents* comprenait un questionnaire de relance pour déterminer si les apprenants appliquaient effectivement les connaissances qu'ils ont acquises. Les résultats de cette enquête ont indiqué que 66 % des répondants utilisaient le Registre plus efficacement, que 64 % pouvaient remplir et interpréter les requêtes en moins de temps et que 77 % avaient appris de nouvelles fonctions du Registre. Ce type de réactions directes des apprenants sera de plus en plus importante dans le développement et la livraison des cours en ligne.

En plus des relations de travail avec les fournisseurs de contenu à travers le pays, les partenariats avec les organisations policières nationales renforcent la capacité de formation en ligne. Dans le cadre du Processus d'approbation de la cyberformation, le cours *Déontologie et responsabilité policières* a été examiné par le Comité des ressources humaines de l'ACCP et est en instance d'approbation par le Conseil d'administration. Ce processus, qui valide les procédures de développement de la cyberformation, ajoute une perspective cohérente et structurée à l'assurance de la qualité. Le RCSP soumettra périodiquement d'autres cours à l'examen de l'ACCP.

Le RCSP également signé récemment une entente de trois ans avec le Conseil sectoriel de la police. Compte tenu des succès antérieurs, le CSP va financer le développement d'au moins 12 cours bilingues en 2012. Comme par le passé, ces cours seront offerts gratuitement à tous les services de police canadiens pendant la période de lancement. Actuellement, l'accès gratuit au *Programme de recyclage RADAR* est ouvert jusqu'à la fin de mars 2010.

Des initiatives internes, comme la Conférence Stanhope fournissent également de précieuses informations sur les besoins en formation et les tendances. Lors de la conférence 2009, 60 professionnels de la formation se sont réunis pour discuter d'un large éventail de questions, des technologies émergentes aux défis pratiques de la cyberformation. Cet événement est également devenu le principal moyen d'identification et de sélection des thèmes prioritaires de formation en ligne. Créé par le Comité directeur national de la cyberformation, organisme bénévole qui supervise les cours financés par le CSP, un nouveau processus de choix de cours a été lancé à Stanhope 2009. Le choix des thèmes prioritaires est devenu de plus en plus ciblé et transparent, garantissant que le RCSP ne développe que les cours qui génèrent un bénéfice maximal.

Permettre aux apprenants de se perfectionner tout au long de leur vie est un élément fondamental d'une approche d'apprentissage progressiste. De concert avec le Holland College (IPE), le RCSP se penche sur l'accréditation par le biais d'ententes avec divers collèges et universités. Jumelé à un cadre axé sur les compétences, cela fournira une option de plus pour élaborer un profil d'apprentissage formel.

Ces types d'initiatives stratégiques sont essentiels à la construction d'un modèle de formation qui réponde aux exigences du XXIe siècle. Bien que le rythme du changement puisse sembler déroutant, le RCSP est déterminé à établir une approche pragmatique, mais innovante, qui répond aux besoins changeants du personnel de première ligne. ◆

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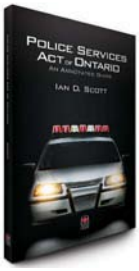

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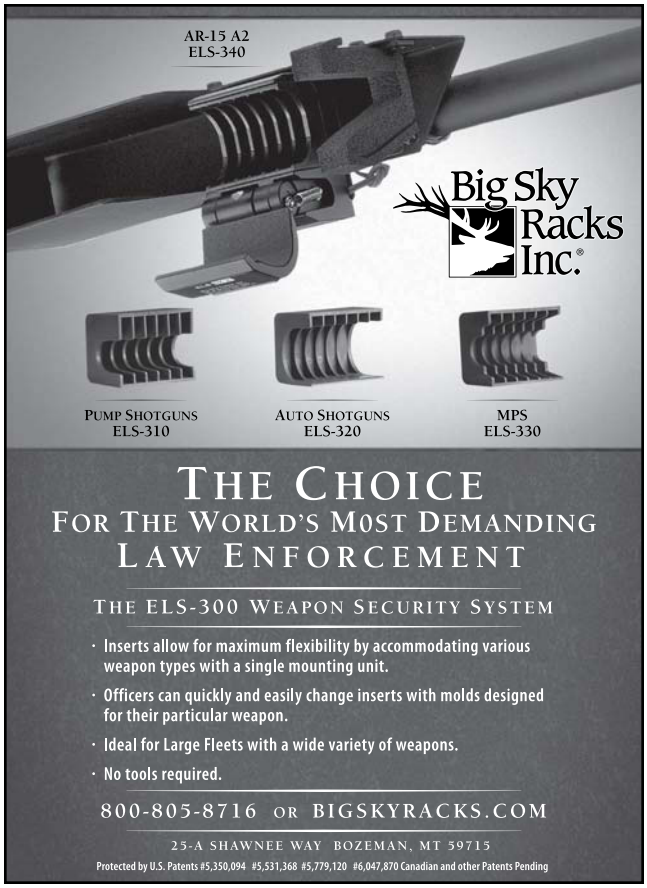

Supreme Court of Canada Upholds Protective Veil of Informer Privilege

By Lynda Bordeleau, CACP General Counsel

On November 19th, 2009, the Supreme Court of Canada released its unanimous decision in *R. v. Virk*[1] upholding the cloak of anonymity granted to a confidential informant even for defence lawyers who have sworn never to reveal their secret identity. Edmonton Police Legal Counsel S/Sgt. Greg Preston and Sgt. Mark Unchulenko successfully intervened in the *Virk* proceedings before the Supreme Court of Canada on behalf of the CACP.

The *Virk* case is a high profile B.C. rail corruption trial flowing from the December 2003 RCMP raid on the B.C. legislature offices. The investigation led to charges against three former government employees for allegedly trading confidential information concerning the $1-billion sale of BC Rail by the province in 2003. The issue leading to the appeal related to the production of disclosure material that had been blacked out. Defence counsel applied for unredacted copies. The Crown opposed the request claiming informer privilege. The Crown maintained the position that the privilege claim could not be properly established without the testimony of a police officer and insisted on an *in camera* and *ex parte* hearing. Defence counsel objected to the *ex parte* nature of the hearing and applied for permission to attend without their clients.

In December 2007, the B.C. Supreme Court granted the hearing but ruled that defence lawyers should be permitted to attend subject to them giving undertakings never to reveal even to their clients what they learned and a court order prohibiting such disclosure. The B.C. Court of Appeal upheld the lower court decision. The Crown appealed to the Supreme Court of Canada.

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La Cour suprême du Canada maintient le privilège relatif aux indicateurs

Par Lynda Bordeleau, avocate générale de l'ACCP

Le 19 novembre 2009, la Cour suprême du Canada a rendu sa décision unanime dans l'affaire *R. c. Virk*[1] confirmant le couvert de l'anonymat accordé à un informateur confidentiel, même si les avocats de la défense ont juré de ne jamais révéler son identité. Le conseiller juridique de la police d'Edmonton, le serg. é-m Greg Preston et le serg. Mark Unchulenko sont intervenus avec succès dans la cause Virk au nom de l'ACCP.

L'affaire *Virk* est un procès pour corruption découlant du raid de la GRC dans les bureaux du parlement de C.-B. en décembre 2003. L'enquête a mené à des accusations contre trois ex-fonctionnaires qui avaient vendu des informations relatives à la vente de BC Rail par la province en 2003 au coût d'un milliard de dollars. L'appel est lié à la production de documents partiellement noircis. L'avocat a demandé des copies non expurgées. La poursuite s'est opposée à la demande, revendiquant le privilège relatif aux indicateurs. Elle a maintenu que la revendication de privilège ne pouvait pas être établie correctement sans le témoignage d'un agent de police et a insisté sur une audience à huis clos et *ex parte*. L'avocat de la défense s'est opposé à la nature *ex parte* de l'audience et a demandé l'autorisation d'y assister sans ses clients.

En Décembre 2007, la Cour suprême de la Colombie-Britannique a accordé l'audience, mais a statué que les avocats de la défense devaient être autorisés à y assister à condition de ne jamais révéler, même à leurs clients, l'identité du délateur. La Cour d'appel de la Colombie-Britannique a confirmé la décision. Le ministère public a interjeté appel devant la Cour suprême.

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The issue to be determined by the Supreme Court of Canada was whether defence counsel can be permitted to attend an *in camera* hearing to determine the existence of an informer privilege where, in the course of the hearing, information tending to expose the identity of the informer is bound to be revealed. In response to the issue, the Court clarified the purpose, scope and operation of the informer privilege and the governing principles set out by the Court previously in *Named Person v. Vancouver Sun*[2].

The "*Named Person*" process requires an *in camera* "first stage" hearing. Even the existence of the claim cannot be publicly disclosed. In most circumstances only the informant and the Crown may appear before the judge. In the *Named Person* case, the Court considered that an *amicus curiae* may be necessary or appropriate where the interests of the informant and the Crown are aligned. In determining whether or not the privilege exists, the judge must be satisfied, on a balance of probabilities, that the individual concerned is a confidential informant. If the claim of privilege is established, the trial judge has no discretion but to give it full effect. The Court confirmed that the informer privilege belongs jointly to the Crown and to the informant. Neither can waive it without the consent of the other.

The informer privilege has been described by the Supreme Court of Canada as "nearly absolute". It is safeguarded by a protective veil that will be lifted by judicial order only when the innocence of the accused is demonstrably at stake.

In *Virk*, the Supreme Court of Canada concluded that the *Named Person* ruling did not address whether the "first stage" hearings must be held *ex parte* as well as *in camera*. The *Named Person* case involved a fugitive informer extradition proceeding. In *Virk*, the Court confirmed that no one outside the circle of privilege may access information over which the privilege has been claimed until a judge has determined that the privilege does not exist or that an exception applies.

Why not rely on defence counsel undertakings to protect the information? The Court held that reliance on an undertaking would place defence counsel in an awkward and professionally undesirable position. There was a judicial concern that the undertaking would strain the necessary relationship between defence counsel and their accused clients:

> "Defence counsel would have to remain constantly on guard never to say or do anything, even inadvertently, that might tend to reveal the informant's identity. This exceedingly onerous constraint would by its very nature "prevent frankness and fetter the free flow of information between lawyer and client" and otherwise impair the solicitor-client relationship: r. v. G, [2004] EWCA Crim 1368, [2004] 2 Cr. Ap. R. 37 (p. 630) at pp 634-35. In certain cases, defence counsel might feel bound to withdraw their representation, caught in a conflict between their duty to represent the best interests of their client and their duty to the court not to disclose or to act on the information heard in camera: R. v. G., at pp. 635-36."

The Supreme Court of Canada made its ruling very clear:

> "Where a hearing is required to resolve a Crown claim of privilege, the accused and defence counsel should therefore be excluded from the proceedings only when the identity of the confidential informant cannot be otherwise protected. And, even then, only to the necessary extent. In determining whether the claim of privilege has been made out, trial judges should make every effort to avoid unnecessary complexity or delay, without compromising the ability of the accused to make full answer and defence."

The CACP participated in the appeal to emphasize the impact of the B.C. Court of Appeal decision on police operations. The CACP's position was that the presence of defence counsel at a hearing to determine whether an individual should be protected by the informer privilege would adversely and irreparably undermine the ability of police to cultivate or maintain informers. The CACP submitted that piercing the veil in this manner could place an informer's life and possibly that of their relatives at risk. It would have a direct and negative impact on the success of the police in preventing, detecting and solving crime and apprehending offenders, as potential informers would be unwilling to come forward to police with information. The CACP emphasized that the concerns exist notwithstanding any undertaking that may be required of defence counsel.

Once again, the CACP successfully intervened before the Supreme Court of Canada to ensure that a comprehensive and practical law enforcement perspective was presented to the Court. Recognition must be given to the Edmonton Police Service for taking on this significant policing issue. ◆

[1] 2009 SCC 52

[2] [2007] 3 S.C.R. 252

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La question était de savoir si l'avocat de la défense pouvait être autorisé à assister à une audience à *huis clos* pour déterminer l'existence d'un privilège de l'indicateur. En réponse à la question, la Cour a clarifié le privilège de l'indicateur et les principes directeurs énoncés par la Cour précédemment dans *Personne désignée v. Vancouver Sun*[2].

Le processus « *Personne désignée* » exige une audience à huis clos en *« première étape »*. Même l'existence de la demande ne peut être divulguée au public. Dans la plupart des circonstances, seul l'informateur et la poursuite peuvent comparaître. Dans le dossier *Personne désignée*, le Tribunal a considéré que l'*amicus curiae* pouvait être nécessaire lorsque les intérêts de l'informateur et de la poursuite concordaient. Pour déterminer si oui ou non le privilège existe, le juge doit être convaincu, selon la prépondérance des probabilités, que l'individu concerné est un informateur confidentiel. Si la revendication de privilège est établie, le juge du procès n'a d'autre choix que de lui donner plein effet. La Cour a confirmé que le privilège de l'informateur appartient conjointement à la poursuite et à l'informateur.

Le privilège de l'indicateur a été décrit par la Cour suprême du Canada comme étant « quasi absolu ». Il est protégé par un voile de protection qui ne sera levé par ordonnance judiciaire que si l'innocence de l'accusé est manifestement en cause.

Dans *Virk*, la Cour suprême du Canada a conclu que le jugement *Personne désignée* n'avait pas indiqué si les audiences de « première étape » doivent se tenir *ex parte* ainsi qu'à *huis clos*. La cause *Personne désignée* impliquait une procédure d'extradition contre un informateur fugitif. Dans *Virk*, la Cour a confirmé que personne en dehors du cercle de privilège ne pouvait avoir accès à une information sur laquelle le privilège a été revendiqué jusqu'à ce qu'un juge ait déterminé que le privilège n'existe pas ou qu'une exception s'applique.

Pourquoi ne pas se fier à la promesse de silence des avocats de la défense? La Cour a jugé que cela placerait l'avocat de la défense dans une position inconfortable et professionnellement indésirable :

> « Les avocats de la défense devraient constamment se garder de ne jamais dire quoi que ce soit, même par inadvertance, qui pourrait tendre à révéler l'identité de l'indicateur. Cette contrainte extrêmement onéreuse «empêcherait la franchise et gênerait la libre circulation de l'information», et entraverait par ailleurs la relation avocat-client : rv G, [2004] Crim EWCA 1368, [2004] 2 Cr. Ap. R. 37 (p. 630), à p 634-635. Dans certains cas, les avocats de la défense pourraient se sentir obligés de se retirer du dossier. : r. v. G., aux p. 635-636. »

La Cour suprême du Canada s'est montrée très claire :

> « Lorsqu'une audience est requise pour trancher une revendication de privilège présentée par le ministère public, l'accusé et les procureurs de la défense ne devraient donc être exclus de l'instance que si l'identité de l'indicateur confidentiel ne peut être protégée autrement. Et, même alors, uniquement dans la mesure nécessaire. En déterminant si la revendication du privilège a été établie, les juges du procès devraient prendre toutes les mesures possibles pour éviter la complexité et les délais inutiles, sans pour autant compromettre la possibilité, pour l'accusé, de présenter une défense pleine et entière. »

L'ACCP a participé à l'appel pour souligner l'impact de la décision de la Cour d'appel de la Colombie-Britannique sur les opérations de police. La position de l'ACCP est que la présence de l'avocat de la défense lors d'une audience pour déterminer si un individu doit être protégé par le privilège de l'informateur aurait un effet négatif et compromettrait irrémédiablement la capacité de la police de cultiver ou de maintenir des informateurs. L'ACCP a fait valoir que percer le voile de cette manière pourrait mettre en danger la vie d'un dénonciateur et éventuellement celle de sa famille. Cela aurait un impact direct et négatif sur le succès de la police dans la prévention, la détection et la résolution des crimes et l'arrestation des criminels, puisque les informateurs potentiels ne seraient pas disposés à se présenter à la police des informations. L'ACCP a souligné que l'engagement de l'avocat de la défense n'éliminait pas cette inquiétude.

Une fois encore, l'ACCP est intervenue avec succès devant la Cour suprême du Canada pour veiller à ce qu'une perspective globale et pratique de l'application de la loi soit présentée à la Cour. On doit féliciter le Service de police d'Edmonton d'avoir défendu cette cause importante. ◆

[1] 2009 SCC 52

[2] [2007] 3 S.C.R. 252

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Photos de l'ACCP

Chief Tom Kaye, Owen Sound Police and Supt. John Tod, OPP, represented CACP at the International Law Enforcement Forum, at the Bramshill Training Academy in October 2009.
Chef Tom Kaye, Owen Sound, et le surintendant John Tod, PPO, ont représenté l'ACCP au Forum international sur l'application de la loi, à l'Académie de formation Bramshill en Octobre 2009.

Commr. Julian Fantino, Ontario Provincial Police; Jerry Needle, IACP Director of Programs and Research Activities ; Nancy Cole, IACP Sr. Program Manager for Community Safety Initiatives, and D/Commr. Vince Hawkes, OPP, at the Urban Gang Violence Workshop, CPC, Ottawa.
Le comm. Julian Fantino, de la Police provinciale de l'Ontario; Jerry Needle, directeur des programmes et activités de recherche de l'AICP; Nancy Cole, directrice principale du programme de protection des collectivités de l'AICP, et le s-commr. Vince Hawkes, PPO, à l'atelier de violence entre les gangs urbains à Ottawa.

CACP Crime Prevention Committee Co-chairs Chief Gary Crowell and Ms Dorothy Ahlgren, with Program Director Norm Taylor, and members of the 2009 Institute for Strategic International Studies (ISIS) team.
Les coprésidents du Comité de prévention du crime de l'ACCP, Gary Crowell et Dorothy Ahlgren, avec le directeur de programme Norm Taylor, et les membres 2009 de l'équipe de l'Institut d'études stratégiques internationales (ISIS).

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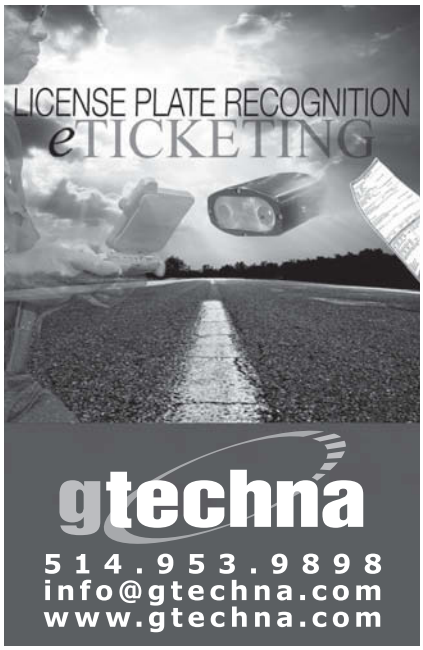

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